

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE OPEN SESSION OF THE MEETING OF THE BOARD OF
GOVERNORS HELD ON WEDNESDAY 19 DECEMBER 1990,
IMMEDIATELY FOLLOWING THE CLOSED SESSION,
IN ROOM GM-407-1, SGW CAMPUS

Attendance: Present: Me A. Gervais, Chairman, Chief Justice A. B. Gold, Chancellor, Mr. B. Aune, Mr. M. J. Bourgault, Mr. D. D'Alessandro, Ms. M. Donaldson, Mr. J.N. Economides, Dr. T. Fancott, Mr. J. R. Firth, Prof. S. Friedland, Dr. D. B. Frost, Mr. R. K. Groome, Dr. H. Habib, Mr. P. Howlett, Dr. P. Kenniff, Rector, Mr. F. Knowles, Mr. R. Lawless, Mr. D. W. McNaughton, Dr. R. H. Pallen, Me J. J. Pepper, Mr. R. Renaud, Mr. J. H. Smith, Mr. S. Spedding, Mr. S. Tamas, Mr. C. I. Taylor, Ms. M. Vennat, Ms. S. Woods

Officers of the University: Dr. M. Cohen, Dr. C. Giguère Dr. R. Sheinin, Me B. Gaudet

Absent: Mr. A Benedetti, Ms. L. Brodrick, Ms. K Cox, Mr. L Ellen, Mr. T. Hecht, Mr. P. Ivanier, Dr. V. H. Kirpalani, Mr. S. Letovsky, Sister E. McIlwaine, Mr. A. H. Michell, Ms. C. Shamy, Mr. W. W. Stinson

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES:

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| BG-90-8-D86 | - Memorandum and resolution passed by the Benefits Committee concerning the 60% Spousal Benefit |
| BG-90-8-D87 | - Information document concerning the Pension Committee, prepared by William Mercer Inc. |
| BG-90-8-D88 | - Memorandum and resolution passed by the Benefits Committee with respect to the Pension Committee structure |
| BG-90-8-D89 | - Memorandum and excerpt from a resolution of the Benefits Committee concerning the adoption of the revised Investment Policy |
| BG-90-8-D90 | - (Revised) Statement of Investment Policy for the Concordia University Pension Plan |
| BG-90-8-D91 | - Proposed resolution concerning the approval by the Board of a three-year institutional Image Campaign |
| BG-90-8-D92 | - "A Communication Plan for Concordia University" prepared by Joannise-Roberts Advertising |
| BG-90-8-D93 | - Proposed resolution and supporting documents concerning the future creation of a Chair in Intercultural, Ethnic and Race Relations |

- BG-90-8-D94 - Information document concerning the proposed increase in tuition fees for 1991-1992
- BG-90-8-D95 - Memorandum and supporting documents concerning Senate Policies and Procedures for the establishment of Research Centres

1.1 Call to Order

The meeting of the Open Session was called to order at 8:16 a.m. The Chairman welcomed Mr. Ken Whittingham and Ms. Heather Patenaude from the Public Relations Department, and Mr. Michael Hainsworth from the Marketing Communications Department, who were attending the Open Session to present the proposed Institutional Image Campaign. He otherwise waived his remarks.

1.2 Approval of the Agenda

The Agenda was approved as submitted.

1.3 Approval of the Minutes

It was moved and seconded (Firth, Pallen) and unanimously RESOLVED:

R-90-8-114 *THAT the Minutes of the Open Session of the previous meeting, held on 21 November 1990, be approved.*

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Modifications to the Pension Plan to comply with Bill 116

Mr. Lawless, Chairman of the Benefits Committee, provided background information on the various amendments to all Quebec Pension Plans which were mandatory under the Supplemental Pension Plans Act (Bill 116). He indicated that the Board had already approved many changes and he outlined the remaining changes to be made to Concordia's Pension Plan resulting from Bill 116, adding that the date of implementation for most of these further changes was 1 January 1991. Mr. Lawless also explained that, given all the steps required in order to implement the requirements of this legislation, it had taken the Benefits Committee almost a year to evaluate and finalize the required changes.

3.1 Provision of a 60% Spousal Benefit

It was moved and seconded (Lawless, Friedland) and unanimously RESOLVED

R-90-8-115 *THAT, on the recommendation of the Benefits Committee, the "Pension Plan for the Employees of Concordia University" be amended in accordance with the Supplemental Pension Plans Act (Bill 16) in order to provide that, where a Member has a spouse when pension payments commence, the post-retirement death benefit will provide at least a sixty-percent (60%) continuation of tile pension to the spouse. The respective pension will be reduced on an actuarially equivalent basis; prior to the commencement of pension payments the right to the prescribed form of payment may be waived by the spouse.*

3.2 Approval of the establishment of a Pension Committee

Mr. Tamas asked whether it was correct to infer from the documents that a member of the Plan can ask a member of the Pension Committee to resign. Dr. Cohen answered, "No"; what Bill 116 says is that employees can ask to elect one or two representatives (one active, one inactive) at the annual general meeting. Dr. Cohen added that it was very unlikely that employees would ask for less than what is already provided for.

Dr. Pallen requested clarification about the respective status of the Benefits Committee and the new Pension Committee. Mr. Lawless indicated that the Benefits Committee had to choose between two alternatives: 1) to have two separate committees (with two different memberships); or, 2) to keep a modified Benefits Committee whose members would also serve on the new Pension Committee, subject to the inclusion of such additional members (eg. the independent third party) as were prescribed under Bill 116. Mr. Lawless said that the latter proposal was found to be more convenient and less cumbersome for administrative purposes. He then gave brief explanations as to the composition of the two committees.

It was moved and seconded (Lawless, Renaud) and unanimously RESOLVED:

R-90-8-116 *THAT on the recommendation of the Benefits Committee:*

- *the composition of the Benefits Committee be modified as outlined in Document BG-90-8-D88;*
- *a new Pension Committee be established in accordance with the requirements of the Supplemental Pension Plans Act (Bill 116), as outlined in Document BG-90-8-D88, for the purpose of the administration of the Pension Plan;*
- *the responsibility of the Concordia Employees Benefits Committee be as outlined in Section III, page 2 of Document BG-90-8-D88; AND*

- *Section 14 of the Pension Plan be amended as outlined in Document BG-90-8-D88.*

3.3 Approval of a Revised Investment Policy for the Pension Plan

Mr. Lawless outlined the main features of the revised Investment Policy, contained in Document BG-90-8-D90. He said this Statement of Investment Policy had been prepared in accordance with the relevant legislation, to provide guidelines for the prudent and effective management of the Pension Fund assets by the portfolio managers. Mr. Smith, noting that when the Investment Policy had been reviewed by the Budget Committee some concerns had been raised about the mix of assets, asked whether the issue of the proportion of real estate holdings had been resolved by the Benefits Committee. Mr. Lawless said that the Benefits Committee had accepted the change recommended by the Budget Committee.

It was moved and seconded (Lawless, Aune) and unanimously RESOLVED:

- R-90-8-117 *THAT, on the recommendation of the Benefits Committee, and that of tile Budget Committee, the revised Investment Policy outlined in Document BG-90-8-D90, be approved.*

4. Approval of a proposed three-year Institutional Image Campaign

Mr. Economides, Chairman of the Communications Committee, said this Committee was proud to recommend to the Board the approval of a three-year communications plan, as described in Document BG-90-8-D92. The proposal by Joannis-Roberts was selected among alternative campaign proposals because it was deemed to be the most responsive to Concordia's needs. Mr. Economides summarized the concepts involved, emphasizing the two-fold objective of the Campaign, which is: 1) to attract to the University students and faculty with high academic qualifications and ambitions; and, 2) to create a climate in which solicitations for financial support will be well-received. Mr. Economides indicated that the Campaign, which was scheduled to start in mid-March 1991, will run initially in Montreal, advertising on television, radio and public transportation. During the second and third years it is expected to extend to Toronto and other areas.

Mr. Smith asked how the University planned to finance this campaign. Dr. Cohen answered that funds for that purpose had been included in the 1991-1992 Operating Budget which was approved by the Board. In total, a sum of \$600,000 will be devoted to the campaign, to be spent as follows: \$100,000 in 1991 (March to June), and \$250,000 for each of the two following years.

The Chairman then invited Mr. Hainsworth, Director of Marketing Communications, to comment on the proposed campaign. Mr. Hainsworth emphasized that the whole

campaign was based on the notion of credibility and how we can broaden our base of credibility in the general community. He also expressed the view that the proposed theme or slogan, "Real Education for the Real World", was an excellent one.

Mr. Knowles asked whether the Quebec government had approved these expenditures, and how much money other universities were spending in advertising and communications. Dr. Cohen responded that this did not require the government's approval: these were admissible expenditures. As to the amounts spent by other universities, Dr. Cohen referred the Governors to the table on page 48 of Document BG-90-8-D92. Dr. Kenniff commented that the objective of enhancing the University's image in order to attract quality students and faculty members tied in very well with our other institutional objectives.

In response to a question from Dr. Fancott, Dr. Cohen indicated that there were plans to measure the effectiveness of the campaign after one year. We will go back to focus groups, he said, to assess how perceptions about Concordia have evolved. The Faculty of Commerce and Administration has suggested that an MBA student could do a scientific analysis of the image campaign as a thesis subject.

Mr. Smith asked whether the campaign will, in fact, have been completed after three years or if we should anticipate a longer-term financial commitment. Dr. Cohen replied that our regular advertising budget is expected to suffice after completion of the three-year campaign. It is possible, however, that the budgetary allocation for advertising may have to increase just to maintain Concordia's market share; this question will have to be addressed at that time.

It was moved and seconded (Economides, Habib) and unanimously RESOLVED:

R-90-8-118 *WHEREAS attitudinal studies commissioned by Concordia University point out the need for improved marketing efforts directed at students, faculty and prospective benefactors;*

WHEREAS funds for Communications and Marketing were approved in the University Operating Budget starting in 1991-92; AND

WHEREAS the Communications Committee of the Board of Governors approved a three-year Image Campaign at its meeting of 4 December 1990;

BE IT RESOLVED:

THAT on the recommendation of the Communications Committee, the Board of Governors approve a three-year Image Campaign for Concordia (as described in

Document BG-90-8-D92, A Communications Plan for Concordia University), with the twofold objective of:

- (i) attracting students and faculty with high academic qualifications and ambitions, and
- (ii) creating a climate in which solicitations for financial support are well received.

In concluding the above discussion, Me Gervais thanked Dr. Cohen, Mr. Whittingham, Mr. Hainsworth, the members of the Communications Committee and all those who had worked on preparing this campaign for the past eighteen months. Cardboard facsimiles of the ads which will be used in buses and in the newspapers were on display in the room, and Me Gervais invited all the Governors to have a look at them if they were interested in learning more about the campaign.

5. Approval of the initiative regarding the future Chair in Intercultural, Ethnic and Racial Relations

By way of background information, Dr. Kenniff explained that this was a joint project with UQAM, for which Concordia had received a pledge of \$500,000 from a private donor, but this pledge was contingent upon our securing an equal amount in public or private funds. To that end, both Universities were filing applications with the Multiculturalism Department of the Secretary of State to request appropriate funding. Dr. Kenniff mentioned that a similar procedure had been followed for the establishment of a Chair in Hindu Studies about a year ago. He emphasized that the Board was not being asked to approve the creation of this Chair, and that adoption of the proposed resolution was only the first, preliminary step among several others we will have to take in order to achieve that objective.

Mr. Knowles asked whether \$1 million would be sufficient to fund the Chair. Dr. Kenniff said that adequate funding was normally \$1.5 million. We hope to obtain \$500,000 from the Federal government, \$250,000 from the Quebec government, and another \$250,000 from the private sector. The new Chair, Dr. Kenniff added, is not expected to burden Concordia's operating budget, but by enhancing Concordia's research capacity, should attract funding from new sources.

It was moved and seconded (Kenniff, Pallen) and unanimously RESOLVED:

R-90-8-119 *WHEREAS the University and l'Université du Québec à Montréal have decided to combine their expertise and resources by establishing a joint Chair in*

Intercultural, Ethnic and Race Relations, with the objective of creating and implementing inter-university programmes in these areas;

WHEREAS the two universities have received a pledge of half a million dollars from Stephen Jarislowsky to help finance such a joint undertaking, conditional on the raising of equivalent private and public sector funding;

BE IT RESOLVED

THAT the Board of Governors of Concordia University endorse this initiative and mandate the Rector and the University administration to take the necessary steps to obtain the financing required to establish a Chair in Intercultural, Ethnic and Race Relations.

6. Increase in tuition fees for 1991-1992

Mr. Smith, who was moving the motion, drew the Governors' attention to Document BG-90-8-D94 which sets out the rationale for the proposed increase in tuition fees for 1991-92. In response to a question by Mr. Tamas, Mr. Smith explained that the percentage of increase was about 40%, and that, after the two consecutive increases, the average amount of tuition fees in Quebec universities would be \$1265 a year for a full-time student which was still below the national average.

Mr. Knowles wanted to know if the University would be keeping the full amount generated by the increase. Dr. Kenniff answered that Concordia would get 80% of this amount, because the Quebec government will retain 20% of the increase to finance the Loan and Bursary system. The fee increase is expected to generate approximately \$50 million, each year for two years, in the whole university system, of which \$10 million will be retained by the government for student loans and bursaries.

Mr. McNaughton asked whether our students would be getting their share of that 20%. Dr. Kenniff responded that financial assistance is awarded to students, upon their application, based on criteria of individual need. Concordia students received \$11.75 million in financial aid in 1989/90, of which \$4.6 million was bursaries. Dr. Cohen added that efforts were being made by the Financial Aid Office to ensure that Concordia students obtain their fair share of loans and bursaries.

It was moved and seconded (Smith, Tamas) and unanimously RESOLVED:

R-90-8-120 *WHEREAS on 14 February 1990 the Board of Governors approved tuition fee increases for 1990-91 that included the additional 10% allowed by the Quebec Government;*

WHEREAS the Quebec Government has also authorized a further \$350.00 increase in tuition fees for 1991-92, plus a maximum of 10% of the additional amount; AND

WHEREAS it is one of the prerogatives of the Board of Governors, under the University By-laws, to approve all fees or changes in fees to be imposed on students within the University;

THAT the Board of Governors approve tuition fee increases for 1991-92 of \$1283 (\$11.67 + \$1.16) per credit at both the undergraduate and graduate levels, and an increase in the graduate term fee of \$1283 per term, the whole as outlined in Document BG-90-8-D94.

7. Approval of Senate Policies and Procedures for the establishment of Research Centres

It was moved and seconded (Kenniff, Friedland) and unanimously RESOLVED:

R-90-8-121 *THAT, on the recommendation of Senate, the Senate Policies and Procedures for the Establishment of Research Centres, outlined in Document BG-90-8-D95, be approved.*

8. Reports of the Standing Committees

The respective Chairs of the Benefits Committee, the Communications Committee and the Graduation Ceremonies Committee all said that they had nothing further to report.

9. Report of the Rector

The Rector requested that his report be deferred until after Dr. Giguère report.

10. Reports of the Vice-Rectors

10.1 Dr. Giguère

The Vice-Rector, Services, said he was pleased to announce the appointment of Dr. Donald Boisvert to the position of Associate Vice-Rector, Services, responsible for Student Services; a newly-created position which will enable Concordia to take a wholistic approach to student life. Dr. Boisvert's portfolio will include responsibility for such services as Financial Aid to students, Admissions and Guidance Services, Fitness, Recreation and Athletics, and so forth. Dr. Giguère added that Dr. Boisvert was well prepared to assume his new duties, having been associated with the University for over twenty years both as a

student and as an administrator, and much of his experience being related to student services in various capacities.

10.2 Dr. Sheinin

10.3 Dr. Cohen

Both Dr. Sheinin and Dr. Cohen said they had nothing to report.

9. Report of the Rector

Dr. Kenniff said the appointment of Dr. Boisvert, who was his Executive Assistant, had created a vacancy in his office which had to be filled. He was pleased to announce the appointment of Ms. Maureen Habib to the position of Executive Assistant to the Rector, for a mandate of three years. Dr. Kenniff said that Ms. Habib, who was currently working in the Office of the Vice-Rector, Academic, as Dr. Sheinin's Assistant, would bring a wealth of experience to her new position as well as an extensive knowledge of the institution.

14. Closing remarks

In his closing remarks, Me Gervais noted that all, or most, Governors had probably received a letter from Mr. D'Alessandro in his capacity as Chairman of the Annual Giving Campaign. He invited the Governors to respond very generously.

Me Gervais offered his best wishes to all for a Merry Christmas and a restful holiday season.

15. Termination

There being no other business, the meeting terminated at 9:05 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors